



Managed Service Restructuring in Health Care

*A Strategic Approach
in a Competitive Environment*



**Robert L. Goldman, PhD
Sanjib K. Mukherjee, MBA**

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*Pre-publication
REVIEWS,
COMMENTARIES,
EVALUATIONS . . .*

"This article is a breath of fresh air in the literature on reconfiguring health care. It combines strategic planning and produces differentiation paradigms with actual case studies. The authors appear to be experienced in working with hospitals faced with problems of integration of services in an intensely competitive environment and issues marking the move to TQM. This book has implications for integrated delivery systems. It combines macro-policy and micro-managerial perspectives."

Harold R. Hunter, MBA, PhD
*Professor and Director,
Health Care Administration Program,
California State University,
Long Beach*



More pre-publication

REVIEWS, COMMENTARIES, EVALUATIONS . . .

"In an era of increasing pressure to achieve fiscal soundness of health care operations, decisions need to be made through a deliberate process that considers all alternatives. In their book, the authors offer a process centered on marketing financial analyses they call 'Managed Service Restructuring.'

This 'MSR' process, however, is more than just organized analytical steps. The authors present some candid and refreshing points of view. Since health care programs are important to their communities, for example, the establishment of a 'community advisory board' is recommended. And instead of just dropping a money-losing operation, the authors suggest 'harvesting' it—selling it to another operator so it continues to exist in the community. They also caution against 'an overeagerness to downsize.'

The strength of the book is its relevance to today's health care administrators, achieved primarily through dozens of examples and cases. These examples separate this book from the theoretical academic approach. They bring the text to life and should appeal to anyone involved in decision-making in today's challenging environment."

Christopher Orlie, MBA

*President/CEO,
Hayes Orlie Cundall Inc.*



"In today's managed care environment, restructuring and positioning are matters of survival for health care entities. This book provides valuable insights and analytic tools for understanding and implementing the strategies required by the current trends in health care. Readers will learn several strategic methodologies for evaluating restructuring programs, and will understand the market implications of such decisions.

Chapter 2, 'MSR Defined,' identifies the warning signs of a program in crisis, explains the market and financial analyses required to use MSR in an effective manner, and provides a methodology to eliminate, enhance, or restructure the service and MSR options. Dr. Goldman poignantly exemplifies these principles with several case studies from around the country where MSR has been effectively used."

Steven Rouso, MBA

*Senior Vice President,
HealthCare Financial Solutions*

More pre-publication

REVIEWS, COMMENTARIES, EVALUATIONS . . .

“C ontinuing and methodical change is described as an essential process in *Managed Service Restructuring in Health Care*. If an institution permits the process of change to be discontinuous, the organization, *de facto*, becomes reactionary to the environment in which it exists. This thesis is expounded by the authors, Goldman and Mukherjee, in a tight, almost outline, form. But the book provides a useful compass to those who accept the premises that are set forth. Arguably, the book is a disguised proposal for the value of external consultations to aid the processes of defining and implementing the periodic redesign and redeployment of a medical institution's resources and services.

The authors insist appropriately that changes of demands are persis-

tent movements in an organization and its environments which will become disruptive, if not fatal, when they are not accepted as revolutionary forces that seek to modify erosion. If the forces are ignored, the restructuring is effected through convulsive modifications and probably revolutionary rearrangements. The book's content argues briefly and effectively for techniques that employ adequate data to inform the inevitable consequences of shifting societal demands for the delivery of medical care and health services.”

Robert D. Sparks, MD

Vice President,

*Howe-Lewis International, Inc.,
Menlo Park, California*



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